

workbook

u.s. army europe civilian personnel directorate



ANNUAL INCENTIVE AWARDS

The **Army in Europe Annual Incentive Awards Ceremony 2005** affords commanders and managers an opportunity to publicly recognize their employees (Soldiers and civilians) for noteworthy accomplishments in a number of special emphasis areas.

Commanders and heads of organizations are encouraged to aggressively solicit nominations for individuals or groups of individuals who have made significant contributions to the Army mission during the calendar year 2004.

Nominations for this prestigious awards ceremony must be submitted by 25 February 2005 to the proponent agencies. Winners of the competition will be recognized at the ceremony in June 2005 in Heidelberg, Germany.

Complete information and a nomination form is available at the civilian personnel website under "awards" at <http://www.per.hqusareur.army.mil/cpd/>

Resolutions for a New Year

by Jeannie Davis, Director, Civilian Personnel Directorate

Happy New Year! The first thing I would like to do in this issue of the workbook is to introduce you to my new deputy, Jim Biggs. Some of you may know Jim, as he worked in the USAREUR Civilian Personnel Directorate several years ago. We are very fortunate to have him with us, as he has a broad background in personnel policy and also has a historical knowledge of USAREUR issues and concerns. You will be seeing him around the command as he gets out and meets people and attends meetings and functions. Please make him welcome!

Also, as I say Happy New Year, it reminds me that as we end one year and move into a new year, we often make resolutions, promising ourselves that we will do things better and smarter for the next phase of our lives. Typically these resolutions are related primarily to our personal lives - our

weight, our fitness, or our relationships. This year, I urge you to also consider your leadership role and whether resolutions are in order. Are there areas in your leadership skills or style that need more attention? Are you spending too much time on the urgent and neglecting the important, strategic needs of your organization? Do you need some ideas for self-development and continuous learning? Are there employees in your organization that would benefit from your mentoring? The USAREUR Leader Development website has tools that may help you in self-assessment and setting some realistic goals (resolutions) for the new year, as well as laying out plans to meet those goals (see www.per.hqusareur.army.mil/cpd/leader_development/)

I wish you luck and tenacity as you sort out where you would like to be at the end of 2005.

Email Use & Abuse

Answers & Clarifications for Managers

Can employees use their government computer (GC) for personal use?
Can a supervisor monitor the use of a GC by one of their employees if it is suspected that there is misuse or abuse?

In today's work environment, electronic mail (e-mail) and access to various Internet sites is a requirement to job success, but there is always the potential for abuse. Here are some general guidelines for supervisors.

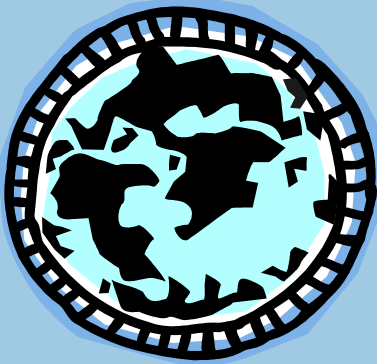
Personal use of GC and other official communications systems is defined by the Joint Ethics Regulation (JER) (DoD Reg 5500.7), paragraph 2-301; AR 25-1, Army Knowledge Management and Information Technology Management; AR 380-53, Information Systems Security Monitoring; and AE Pam 25-25, Army in Europe Information Technology Users Guide. This use includes brief access to and searches on the Internet and sending short personal e-mail messages. The JER also requires commanders and supervisors to ensure that personal use of GCs does not adversely affect the performance of official duties. There are principles that apply to the reasonable use of these systems that can help commanders, managers, and supervisors determine what is reasonable, and the point at which use becomes abuse and may warrant disciplinary action. According to the table of penalties provided by AR 690-700, Chapter 751, Discipline, depending on the seriousness of the offense, the disciplinary action taken can range from a written reprimand to removal. It is therefore critical that these principles be clearly communicated by supervisors to ensure that employees understand that the use of the GC:

- Must conform to DoD and Army in Europe policy, in accordance with the references provided above.
- Is only of reasonable duration and frequency and, when possible, is done before or after normal duty hours. This clearly implies that duty time is not usually appropriate.
- Does not create significant additional costs to DoD or the Army and does not reflect adversely on DoD or the Army, such as access to pornographic sites, forwarding chain letters, unofficial advertising, soliciting or selling except on authorized bulletin boards established for such use, and other uses that are incompatible with public service.
- Must serve a legitimate public interest, such as furthering the education and self-improvement of employees or improving employee morale and welfare. Employees may also be allowed to conduct job searches in response to downsizing or overseas tour limitations.
- Does not overburden the military communication system. Remember, the military communication system is designed to support the mission requirements of the warfighter.
- Is not generally subject to privacy considerations. Use implies that activities are subject to auditing or monitoring. Auditing is defined as the independent review and examination of records and activities to assess the adequacy of system performance and controls, to ensure compliance with established policy and operational procedures, and to recommend necessary changes in controls, policy, or procedures. GCs are monitored to ensure that use is authorized and that users follow security procedures. Among other things, monitoring is used for surveillance, to reconstruct account activity, and to record attempts to bypass security mechanisms.
- May be authorized to send e-mail between deployed Soldiers and their immediate family members, but again, this should be within reason.

Commanders, managers, & supervisors must determine what is “reasonable personal use” of a government computer.

The bottom line is that GCs can be used for personal reasons in certain circumstances. It is up to managers and supervisors to understand the difference between use and abuse and to communicate this and their expectations to employees. Supervisors can monitor employee use of computers and e-mail, but this should be done only within the context of a reasonable belief that real abuse of vital resources is occurring.

MILITARY SPOUSE PREFERENCE CHOICE



EUCOM pilot program, MSP Choice, becomes permanent overseas and in the United States.

On 30 August 2003, Headquarters, U.S. European Command (EUCOM) completed a two-year trial program for exercising spouse preference to positions paid from both appropriated and non-appropriated funds in EUCOM only. The goal of the program was to increase meaningful employment opportunities for military spouses on United States installations located overseas.

On 7 October 2004, the Deputy Under Secretary of Defense, Civilian Personnel, authorized immediate implementation of the provisions of the Military Spouse Preference (MSP) pilot program, MSP Choice, on a permanent basis, both in the United States and overseas due to the positive results of the EUCOM pilot.

MSP Choice permits military spouses to accept an unlimited number of temporary, intermittent, or flexible schedule positions (non-continuing positions) without loss of their mili-

tary spouse preference. This policy change applies to military spouses only.

- Military spouses will be referred using MSP until such time as they accept a continuing position. "Continuing positions" are positions to which appointments are made without time limitation, and which have a fixed work schedule, i.e., part-time or full-time.

- Upon acceptance of a non-continuing position, a spouse's eligibility for preference for other non-continuing positions is suspended until 60 days prior to the expiration of the non-continuing position.

- Military spouses who lost preference on or after the effective date of this policy change, because they accepted (or declined an offer of) a time-limited position in the Federal service, including NAF, would have preference reinstated. Reinstatement of preference is con-

tingent on the spouse meeting all other applicable requirements for military spouse preference.

- Military spouses who previously accepted (or declined an offer of) a position with a fixed work schedule and no time limitation will not receive additional entitlement to MSP. Likewise, military spouses whose preference was terminated based on their refusal to participate in established competitive recruitment procedures will not have preference reinstated.

The military family unit, like other contemporary families, is increasingly reliant on two incomes. The mobility requirements of the military family limit the possibility of career advancement for military spouses who accompany the member from one duty station to another. These permanent changes to MSP Choice offer greater career opportunities for military spouses.



Fostering Self-Development

“As an Army Leader, you are obligated to develop your abilities to the greatest extent possible. As an Army leader, you’re responsible to assist your subordinates in their self-development.” FM 22-100, 5-15

Self-development is the act of increasing one’s capabilities or potential. It often occurs off duty and involves self-initiative and commitment on the part of the individual. Self-development can take place through a variety of methods including professional reading, research, attending classes, taking on new tasks or rotational assignments, or through volunteer work. Any effort a person puts forth to learn a new skill or improve an existing one constitutes self-development.

Staying current in this rapidly changing environment is a never-ending process that requires dedication to lifelong learning. Recognizing this, the Army places strong emphasis on training and self-development. Army leaders are expected to foster a culture that encourages learning and growth, and should serve as a role model for their employees by continuously learning. This is one of the most important responsibilities of a leader. When managers devote time for their own self-development they create the environment and expectation for their subordinates to focus on self-development as well.

The first and most important step in self-development is to “get to know yourself.” This step is essential to fostering leaders who can assess their own abilities, are aware of their strengths and weaknesses, and can then develop plans on how to develop and grow. Without a realistic picture of strengths and weaknesses, self-development efforts can be haphazard. There are a variety of tools available for this task,

ranging from self-assessments to 360-degree assessments. Many are available in the library or on the Internet for free. See Self-Assessment on the Leader Development website at http://www.per.hqusareur.army.mil/cpd/Leader_Development/ for more information. Leaders can also help their employees with this process by providing open and honest feedback on their strengths and weaknesses.

The second step is to develop an Individual Development Plan (IDP) based on the results of the assessments as well as the mission and goals of the individual and the organization. The plan should include self-development initiatives that focus on maximizing strengths and minimizing weaknesses. This IDP should be a living document that is revised throughout the year as skills and needs change. See Developing an IDP on the Leader Development website at http://www.per.hqusareur.army.mil/cpd/Leader_Development/ for more information.

Finally, the plan must be put into action. This requires true commitment and dedication. It is not always easy to take the time for self-development. Set realistic milestones and do not let the busyness of life and work get in the way. Managers send a very negative message about the importance of self-development when they put it off because they are too busy. Nothing should have a higher priority than growing leaders who will lead the Army of tomorrow.

Workforce Flexibility Act

On 30 October 2004 the President signed the Workforce Flexibilities Act of 2004 that provides several new flexibilities. These have a significant impact on how the Army manages our civilian personnel assets. The areas of the Act addressed here include the critical pay authority, training, compensatory time off for travel, annual leave enhancements, and changes to recruitment, relocation, and retention bonuses. These changes amount to a shift in giving Government organizations and managers increased capability to attract, develop, and retain a highly motivated, educated, and proficient workforce.

Critical Pay Authority - Effective 30 October 2004, section 102 of the Act shifted responsibility for the Government's critical pay authority from the Office of Management and Budget (OMB) to the Office of Personnel Management (OPM). Under the critical pay authority, an agency may request that OPM fix the rate of basic pay for one or more critical positions in an agency at up to the rate for Level I of the Executive Schedule (\$175,000 in 2004). This is a flexibility that is intended to help attract and retain individuals in critical positions in the Federal Government who would not otherwise stay due to the lower rates of pay. Under this same provision of law, a higher rate of pay may be established upon the President's written approval. In order to apply the critical pay authority, the position must require a very high level of expertise in a scientific, technical, professional or administrative field and be crucial to the accomplishment of an agency's mission. OPM will publish regulations to cover this authority. Until the regulations are published, the criteria provided by OMB Bulletin 91-09, "Critical Pay Position Authority," dated March 7, 1991, will be used and requests will be forwarded to OPM.



Agency Training - The Act initiates new provisions on training that became effective on 30 October 2004, requiring each agency to evaluate and modify its training plans or programs on a regular basis to ensure that they meet and support specific agency established performance plans and strategic goals. Agencies are to promote a more strategic approach in the integration of training into overall mission accomplishment. In addition, in consultation with OPM, agencies must establish

a comprehensive management succession program that includes training of employees to develop managers. This program will include training for managers on actions, options and strategies managers may use to address mentoring employees, improving employee performance and productivity, conducting performance appraisals and unacceptable performance.

Compensatory Time Off - Section 203 of the Act amends 5 U.S.C. chapter 55, subchapter V, to add a new form of compensatory time off. It establishes a new form of compensatory time off for time spent by an employee in a travel status away from the employee's official duty station if the travel time is not otherwise compensable. It will become effective when OPM issues implementing regulations or on 28 January 2005, whichever is earlier.

Annual Leave Entitlements - Section 202(a) of the Act adds a new paragraph (e) that provides that a newly appointed employee's prior non-Federal work experience may be creditable in determining the amount of annual leave the employee will earn each bi-weekly pay period. Qualified non-Federal work experience must have been performed in a position with duties that directly relate to the position to which he or she is being appointed and must meet other requirements as prescribed by OPM. Additionally, the head of the agency

Accrediting Technical Representatives in *Italy*

The DoD Contractor Personnel Office (DOCPER) has recently begun accrediting DoD contractor personnel in Italy.

Since 1998, DOCPER has served as the DoD Executive Agent for accreditation of *Technical Expert*, *Troop Care* and *Analytical Support* DoD contractor employees in Germany. The process of accreditation allows the employees of DoD contractors to have CAC or ID cards granting privileges similar to those that the members of the military or General Schedule (GS) employees have while on assignment in Europe. In addition, accreditation in Germany generally exempts employees of DoD contractors from paying taxes to Germany.

DOCPER's new role in Italy is part of U.S. European Command's (EUCOM) effort to improve the process for accrediting DoD contractor employees in Italy. DOCPER works with the U.S. Sending States Office (USSSO) in Rome, which, as the legal arm of EUCOM in Italy, has the responsibility to make sure that our bilateral agreements with Italy are properly implemented.

DOCPER's role in Italy began shortly after the publication of a new tri-component directive (Army, Air Force, Navy) on 20 February 2004. That new directive (with the catchy title of *Tri-Component Directive for Italy on Personal Property, Rationed Goods, Motor Vehicles and Drivers' Licenses, Civilian Component and Technical Representative Status*) gives to USSSO the responsibility for accreditation of contractor employees in Italy. The term "Technical Representative", or TR, is the term used to describe accredited DoD contractor employees in Italy.

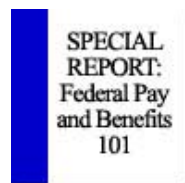
In its discussion with Army lawyers in Italy and Germany, USSSO became aware of the process that

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FREE Special Reports for Federal Employees

FEDweek has published two FREE special reports, "Federal Pay & Benefits 101: Basic Facts You Need to Know" and The 12 "Deadly" Sins Federal Managers Should Avoid. These reports are FREE and available to all federal employees. Go to <http://www.fedweek.com> to download one or both of these special reports.

FEDERAL PAY & BENEFITS 101: BASIC FACTS YOU NEED TO KNOW



This just-published FREE report contains the basic facts about federal pay and benefits that everyone needs to know to ensure a successful career in the federal government. It contains brief, concise and the absolute latest facts about

Pay
Other forms of compensation
Leave
Health Insurance
Life Insurance
Long-term care insurance
Retirement
Thrift Savings Plan

THE 12 "DEADLY" SINS FEDERAL MAN- AGERS SHOULD AVOID



The second FREE report available for all federal managers, supervisors, and executives is *The 12 "Deadly" Sins a Federal Manager Should Avoid*. Don Mace, publisher of the daily newsletter, Federal Manager's Daily Report at fed-week.com, wrote this report. It is written specifically for federal managers and supervisors. It will be a helpful tool to use to stay away from the 12 "Deadly" sins and keep a clean record and smooth running staff.

must determine that granting the service credit is necessary in order to achieve an agency mission or performance goal. This will become effective no later than 28 April 2005.

Recruitment, Relocation, & Retention Bonuses – Section 101(a) of the Act establishes significantly enhanced recruitment, relocation and retention bonus authorities to provide Federal agencies with the flexibility to use the bonuses in more strategic ways and improve competitiveness in recruiting and maintaining a high quality workforce. This provision will become effective on or about 1 May 2005. The enhancements include authority to:

- Pay larger recruitment and relocation bonuses based on the length of an agreed upon service period, capped at 25 percent of the employee's annual salary multiplied by the number of years the employee agrees to serve in the position (up to a maximum of 4 years).
- Waive the normal cap on recruitment and relocation bonuses because of a critical agency need in order to pay higher amounts over shorter periods of time (not to exceed a total of 100 percent of the employee's starting salary).
- Pay recruitment bonuses to current Federal employees under conditions prescribed in OPM regulations.

- Pay retention bonuses to employees who are likely to leave for other Federal positions under conditions prescribed in OPM regulations.
- Pay recruitment, relocation and retention bonuses in alternative ways, such as in installments or in a lump sum at the end of a service period.
- Request that OPM waive the limitation on an individual retention bonus (25 percent of salary) or a group retention bonus (10 percent of salary) to allow retention bonus payments of up to 50 percent of salary based on a critical agency need.

OPM will issue implementing regulations to reflect the new recruitment, relocation and retention bonus authorities before the effective date.

In summary, the changes initiated by the Workforce Flexibilities Act of 2004 will give managers new and improved authorities to attract, develop and retain a high quality workforce that allows for maximum support of the Army's mission. Further information will be provided on each of these initiatives when the implementing regulations are published.

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Accrediting continued from page 6...

DOCPER runs in Germany. After some initial discussions and agreement from the USAREUR G1 that DOCPER could take on this new mission, USSSO worked with DOCPER and legal staff from the three services to develop an annex to the tri-component directive that laid out the process for accreditation of contractor employees in Italy. That annex, called the "Annex on TR and other Civilian Personnel," was published on 20 July 2004.

What is different between the processes in Germany and Italy? Probably the biggest difference is the requirement in Italy for a *mission visa*, stamped in the contractor employee's tourist passport by an Italian consulate closest to the applicant's home of record, which then allows the contractor employee to obtain a *mission sojourner's permit* issued by the Italian police (questura). The mission sojourner's permit identifies the contractor employee as a person serving the U.S. forces in Italy. Without these two items of documentation from the Italian authorities, a contractor employee cannot gain or keep TR status in Italy.

The other major difference is that, in addition to contractor employees, USSSO and DOCPER accomplish the accreditation of some of the staff of certain organizations servicing the U.S. forces in Italy, such as certain charitable organizations (USO, Red Cross), credit unions, and the universities.

This first year of processing has been a "shake-down" period for USSSO, DOCPER and the military components in Italy. There remain many policy and procedural issues that need answers. Once they work through those issues, USSSO and DOCPER will undertake a comprehensive review of all the contractor employees and others that were accredited before the tri-component directive and the new procedures went into effect. With the completion of that review, the accreditation process in Italy should be both consistent with our international obligations, and predictable for the military components and the contractors that serve them.



HELP KEEP THE PEACE

consider civilian
employment
downrange

The US Army Europe has job opportunities for civilians in fields such as Safety, Information Technology, Supply, Education, Security, Force Protection, and more. These are remote field positions, located in the Balkans, and the Army offers a generous compensation package that may include a relocation bonus, danger pay, or foreign post differential.



visit the human resources website at
<http://www.chra.eur.army.mil> or
<http://www.per.hqusareur.army.mil/cpd/>
to find out more information
or call DSN 370-6986
or civilian 06221-57-6986

Tour Extensions Granted for Civilian Employees following Active Duty

Upon returning to work, all civilian employees who entered on Active Duty (AD) and took military leave/leave without pay from their civilian positions will have their overseas tour dates administratively extended for the equivalent of the entire period they served on AD. Tour dates include both current tour end date and, if the employees had not worked overseas for 5 years prior to entering on AD, the 5-year tour date.

If civilian employees entered on AD to participate in contingency operations for a period of 180 days or more, and their adjusted current tour end date is less than 18 months from the date they returned to work, an additional adjustment will be made to extend the tour end date to 18 months from the date of return to civilian duty.

This extension will ensure employees have at least one year before they have to either register in the DoD Priority Placement Program or inform their servicing CPAC that they plan on exercising their re-employment rights to a position in the Continental United States (CONUS). It will also provide management sufficient time to determine if they wish to extend the employee's overseas tour.



CIVTRACKS Registration

As an increased number of Department of Army civilian employees deploy in support of contingency missions, accountability and tracking of these employees is a major concern. Department of Army has developed the Civilian Tracking System (CIVTRACKS), a secure web based system, as a tool for tracking DA civilians who deploy to unclassified contingency operations. Registration in and updating of CIVTRACKS is **mandatory** for all deploying civilians.

Deploying civilian employees are issued a CIVTRACKS card that includes User ID and password when they process through their servicing Civilian Personnel Advisory Center (CPAC). Information and instructions for registration are also provided, and a Human Resources Specialist is available to provide assistance, if needed. Despite these efforts, a recent review of CIVTRACKS data indicated that *fewer than half* of USAREUR deployed civilians are registered in the system. This negatively impacts on our ability to monitor civilian deployments and is a force protection issue.

AE Regulation 690-47, Civilian Deployment and Redeployment, Section 5 identifies and assigns the task of ensuring that pre-deployment requirements are met by home station supervisors. CIVTRACKS registration is an important pre-deployment requirement. Supervisors must exercise their responsibility to ensure deploying civilians register in CIVTRACKS prior to allowing them to deploy. Employees who experience difficulties in the registration process may contact their servicing CPAC for assistance.



NSPS & Spiral One Update

The Department of Defense has released plans to begin rolling out the National Security Personnel System (NSPS) next year. It was recently announced that the initial implementation of NSPS, referred to as Spiral One, will NOT include positions/organizations located outside the continental United States (OCONUS). A complete breakdown of organizations included in the first Spiral of the NSPS, a memo from Mary Lacey, and questions and answers are available at <http://www.per.hqusaureur.army.mil/cpd/> under NSPS or at <http://www.cpms.osd.mil/nsps/>.

NSPS was authorized as part of the Defense Authorization Act of 2004. Public Law 108-136 gave the DoD significant flexibility in the areas of pay, labor relations, performance management and employee relations. The new labor relations system will be implemented department-wide by summer and other elements will be phased in, starting with about 60,000 employees throughout the agency in all parts of the country, according to Navy Secretary Gordon England, the DoD senior executive overseeing the NSPS. England states that the new system will provide the department with "a modern, flexible and agile human resource (HR) system that can be more responsive to the national security environment, while preserving employee protections and benefits."

The DoD expects to publish proposed NSPS regulations in the *Federal Register* this winter. There will then be an official comment period as well as a "meet and confer" process with employee representatives. Upon completion of the comment period, the department will develop more specific implementing regulations, which will likely be finalized by spring.

Pay, performance management and appeals elements of the NSPS will be implemented in groups called spirals and include employees from the Army, Navy, Marine Corps, Air Force and other DoD agencies. The initial implementation of Spiral One will include approximately 60,000 employees and will be imple-

mented as early as July 2005. The remaining two phases of Spiral One, to be rolled in over six-month increments, will ultimately cover about 300,000 employees. The remainder of the workforce will comprise Spiral Two and will not be transitioned until the Secretary of Defense certifies the department's performance management system.

Under the law, the NSPS HR system may not apply to more than 300,000 employees until the performance management system meets the statutory criteria established by Congress. Spiral One will provide the basis for certification. The DoD said it is announcing the first phase of Spiral One now so the leadership of affected organizations can "position themselves and look ahead to help prepare employees for the conversion," including "soft skills." This will include training in "soft skills" such as interpersonal communication, team building and conflict management, the DoD said.

In a memo to all employees who will be involved in the first spiral, Mary Lacey, NSPS program executive officer, said there would be significant outreach to ensure employees understand the new system. "You will have many opportunities to learn about the 'who, what, where, when and how' of operating under NSPS" Lacey wrote. "All employees will receive extensive training on the specifics of NSPS prior to conversion." An employee handbook and NSPS tutorial are being developed and will be available in February 2005. "I hope you are as excited as I am about the chance to participate in the most comprehensive new federal personnel system in more than 50 years," Lacey wrote in the memo. "We will gain experience with the procedures we put in place, and I am counting on you to provide feedback identifying improvements as we implement the system across the entire workforce."

The DoD expects to have the NSPS fully implemented in the July 2007/January 2008 timeframe.

Emergency Contact Database

Nearly one quarter of the Department of the Army civilian employees in Europe have their emergency data information placed on a confidential, automated data base system created by DA, but what about the rest?

There were many lessons learned following the September 11 terrorist attacks. One was the necessity for commanders to have quick access to accurate contact information that identifies family members and designated others in the wake of a crisis.

Reports from DA indicate only about one quarter of the civilians in Europe are currently registered in this database. Every civilian employee is responsible for entering accurate emergency contact data in the database system. The emergency data provided will be stored and made available only to those authorized individuals who will be directly involved in the actual process of notification or assisting with the necessary documents in the event of injury or death.

Information on how to register can be accessed through the Civilian Personnel directorate website at <http://www.per.hqusareur.army.mil/cpd>. Click on the box labeled "Register Now" to go directly to the data base.

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An American flag is flying in front of a building with a gabled roof. The flag is the central focus, with its stars and stripes clearly visible. The building is dark-colored, and the sky is a clear blue.

In Case of an Emergency, Wouldn't You Want Them to Know?

**The future is unpredictable.
Register your emergency contact information now!**

**The civilian emergency contact database is a confidential, web-based resource
for quick access to your emergency contacts.**

**Log on to <http://www.per.hqusareur.army.mil/cpd>
Click on the "Register Now" button on the lower left**